United Nations S/2018/1182

Security Council

Distr.: General
31 December 2018
English
Original: French

Letter dated 31 December 2018 from the Secretary-General addressed to the President of the Security Council

I have the honour to refer to Security Council resolution 2433 (2018), by which the Council extended the mandate of the United Nations Interim Force in Lebanon (UNIFIL) until 31 August 2019 and asked me to provide recommendations to improve the management of UNIFIL civilian resources, including through fostering enhanced cooperation with the Office of the United Nations Special Coordinator for Lebanon, with the goal of improving the effectiveness and efficiency of the missions.

As the Council is aware, the United Nations presence in Lebanon does not follow the standard integration model under which the special representative of the Secretary-General oversees all political, peacekeeping and development activities. The United Nations Special Coordinator for Lebanon, as my most senior representative in the country, coordinates all United Nations activities and is responsible for all political aspects of the work of the Organization in Lebanon, including those related to the implementation of resolution 1701 (2006). This includes supporting efforts to secure agreements from the Government of Lebanon and the Government of Israel on the principles and elements of a permanent ceasefire and a long-term solution, as provided for in the resolution, as well as developing proposals to implement the relevant provisions of the Taif Accords and Security Council resolutions 1559 (2004) and 1680 (2006), including provisions for disarmament and for the delineation of the international borders of Lebanon, which also entails addressing the issue of the Shab'a Farms.

The overarching political mandate of the Special Coordinator is to implement resolution 1701 (2006), while the UNIFIL Head of Mission and Force Commander interacts with the Lebanese political authorities to address operational requirements. In accordance with its mandate, UNIFIL continues to monitor the cessation of hostilities; to assist the Lebanese Armed Forces in taking steps towards the establishment between the Blue Line and the Litani River of an area free of any unauthorized armed personnel, assets and weapons; and to take all necessary action, within its capabilities, to ensure that its area of operations is not utilized for hostile activities of any kind.

As indicated in my letter to the President of the Security Council (S/2017/202), a strategic priority for UNIFIL is to further promote an integrated, comprehensive approach to the implementation of resolution 1701 (2006), in close coordination with the Office of the United Nations Special Coordinator for Lebanon and the United Nations country team. This includes preventing a resumption of hostilities across the Blue Line and meeting the outstanding commitments of the parties.

Please recycle

As part of this integrated approach, the Office of the Special Coordinator and UNIFIL are coordinating their support for the Government of Lebanon to build the capacity of the Lebanese Armed Forces and strengthen their presence in southern Lebanon and the country's territorial waters. In particular, UNIFIL and the Office are working closely, in conjunction with the caretaker Government of Lebanon, to respond to the request made by the Security Council in its resolution 2433 (2018), paragraph 7.

The Office of the Special Coordinator and UNIFIL already engage in a number of shared or complementary activities. Coordination and cooperation between the substantive offices of UNIFIL and the Office of the Special Coordinator occur between the respective political offices, and between the UNIFIL Civil Affairs Office and the Office of the Special Coordinator in conjunction with the United Nations country team in Lebanon. The political and public information offices work closely together, including on the drafting of periodic reports on the implementation of resolution 1701 (2006) and to ensure coordinated public outreach. The analytical products of the UNIFIL Joint Mission Analysis Centre are also available to the Office of the Special Coordinator. As the UNIFIL Head of Mission and Force Commander is also the designated official for security issues south of the Litani River, UNIFIL cooperates and coordinates with the Office of the Special Coordinator on security issues, scenario development and contingency planning, including on the protection of civilians.

UNIFIL also provides administrative support to the Office of the Special Coordinator in the areas of finance, procurement, information, communications and technology, transport, engineering, health, supply, customs procedures, contract management and security. In addition, support and substantive staff of the Office use the training facilities and capabilities of UNIFIL. This pooling of resources has led to significant streamlining of administrative staff at the Office. UNIFIL also provides support in cross-cutting areas such as gender, HIV/AIDS, the environment and conduct and discipline. The UNIFIL Legal Affairs Section provides support to both missions.

In addition to the ongoing efforts of UNIFIL and the Office of the Special Coordinator to improve coordination, a review of UNIFIL civilian staffing was conducted, resulting in the abolition of 146 posts (completed in 2017).

While retaining the complementarity, uniqueness and distinction necessary for UNIFIL and the Office of the Special Coordinator to maintain their respective comparative advantages and facilitate the full implementation of resolution 1701 (2006), there is still room for the two missions to explore how to increase their coordination and enhance their efficiency and effectiveness. In this regard, I recommend that UNIFIL and the Office of the Special Coordinator undertake the following:

(a) Optimize coordination of their political, public information and security strategies: strengthen coordination between the Office of the Special Coordinator and UNIFIL leadership and staff to develop a common prevention strategy with a view to de-escalating tensions between the parties and mitigating risks that could jeopardize the cessation of hostilities; jointly analyse the progress made in the implementation of resolution 1701 (2006), including through improved information-sharing and joint conflict and situation analysis; and identify opportunities for further collaboration with national authorities, in particular with regard to extending State authority in the south of the country;

(b) Ensure increased coordination in the provision of support to the Lebanese Armed Forces: harmonize technical and political objectives and take joint or complementary measures to strengthen the capacities of the Lebanese Armed Forces,

building on the efforts of the International Support Group for Lebanon, including the Ministerial Meeting in support of Lebanon's Armed Forces and Internal Security Forces, and on the strategic dialogue between the Lebanese Armed Forces and UNIFIL, to support the rapid and sustainable deployment of the Lebanese Armed Forces in southern Lebanon and the country's territorial waters;

(c) Rationalize resources: assess opportunities for further savings following the market research conducted by the Office of the Special Coordinator in 2017/18 to find alternative premises in Beirut, and explore new ways to streamline administrative services.

I will follow up on these recommendations, as appropriate, in my periodic reports on the implementation of resolution 1701 (2006).

I should be grateful if you would bring the present letter to the attention of the members of the Security Council.

(*Signed*) António **Guterres**

United Nations S/2018/1183

Security Council

Distr.: General
31 December 2018

Original: English

United Nations policing

Report of the Secretary-General

Summary

In its resolution 2382 (2017), the Security Council requested that I submit a report on United Nations policing by the end of 2018. The present report, which is my third report on United Nations policing and my second report to the Council on this subject (see A/66/615 and S/2016/952), addresses: (a) the implications for the delivery of policing mandates stemming from the restructuring of the Secretariat's peace and security architecture; (b) the strengthening of the operational and policy coherence of United Nations policing within the United Nations system; (c) the augmenting of the Organization's capability, accountability and transparency; (d) planning for strategic police generation gaps and key skill sets; (e) initiatives to improve mission transitions and timely exits; and (f) the strengthening of partnerships between the United Nations and international, regional and subregional organizations. The report also outlines the recent successes of United Nations policing and the Police Division of the Office of Rule of Law and Security Institutions, which will form part of the future Department of Peace Operations, and reflects on the essential role that United Nations police play in sustaining peace and implementing the Action for Peacekeeping initiative.

The observations at the end of the report are intended to ensure that United Nations police can better respond to the increasingly complex demands placed upon them, while strengthening the role of the Police Division in discussions and processes related to peace, security and development. In particular, I support the role of the Division in strengthening United Nations inter-agency coordination on policing at the strategic and operational levels and in enhancing policy and operational coherence system-wide in line with the Strategic Guidance Framework for International Police Peacekeeping. Moreover, I support the consideration of options for attaining extrabudgetary resources for non-peacekeeping contexts.

I call upon my special envoys and representatives, the United Nations country teams and senior management at Headquarters to better reflect policing issues in their programming strategies and to, including through the global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, take advantage of the wealth of policing expertise within the Police Division and United Nations police in the field. I further encourage the Police Division to engage in a sustained and proactive manner with the new single regional political-operational structure to ensure that it makes a meaningful contribution to horizon

19-00015 (E) 100119

Please recycle

scanning and early warning processes. Given the changing management paradigm, heads of missions are urged to include heads of police components in their senior management teams and to hold them accountable for the performance of their components. I also welcome the renewed interest of Member States in the recommendation that emerged from the external review conducted by the Police Division regarding the establishment of a Police Advisory Committee to further enhance information exchange, strategic consultation and triangular cooperation.

In terms of challenges and opportunities, I urge police-contributing countries to redouble their efforts to evaluate and train their personnel and to assume full responsibility for holding them accountable for any criminal acts they commit, including sexual exploitation and abuse. To improve predeployment readiness and performance, I reiterate my previous recommendations relating to predeployment, induction and in-mission training. In line with the recent reviews of formed police units, I support the Police Division's initiatives aimed at increasing the integration of policing aspects in system-wide performance processes through new selection and recruitment efforts, including by expanding the pool of police-contributing countries and establishing an action plan for achieving the goals of the Organizational on gender parity. To avoid capacity and security vacuums during transitions, the Police Division should be fully involved in transition planning in order to ensure that rule of law aspects, including policing, are incorporated into the early stage of the mission life cycle and beyond.

I. Introduction

1. As highlighted in the preamble to the Charter of the United Nations, the Organization was established "to save succeeding generations from the scourge of war", that is, to prevent or bring about the peaceful settlement of disputes. Building on earlier reform efforts, the present report demonstrates how United Nations police, a vital component of our peacekeeping and peacebuilding endeavours, support and will continue to support conflict prevention and resolution (A/55/305–S/2000/809, paras. 29–47).

2. Whether at the national or local level, policing, when undertaken effectively and within a legal framework based on the rule of law, is a key element in building peaceful and prosperous societies. As the most visible representatives of the State, the police play a key role in ensuring sustained peace and development by preventing, detecting and investigating crime, protecting persons and property and maintaining public order and safety.

3. Policing is as much preventive as it is responsive, and it is central to efforts to avert, mitigate and resolve violent conflict. For this reason, the United Nations and its police components must prioritize conflict prevention in peace efforts, as well as in response to violence in support of the achievement of peace and security. When deployed in conflict and post-conflict settings, United Nations police are often among the first lines of assurance to the public. When mandated by the Security Council or requested by the national authorities, United Nations police contribute to realizing a key objective of the Organization by assisting the police services of host States by providing operational support, strengthening policing capacities or undertaking executive policing functions. As outlined in my previous report, in line with the peacekeeping principles, United Nations police help to strengthen the capacities of their policing counterparts in host States; provide support for their operations, including, where mandated and required, through the use of force to protect civilians from the threat of physical violence; and help to detect and investigate various types of crime, including international crimes, sexual and gender-based violence, serious and organized crime, violent extremism and terrorism (S/2016/952, para. 8).

II. Context

4. Empirical research indicates that violent conflicts between States and non-State armed groups are on the rise and are increasingly complex in nature.[1] While much is known about the drivers of State-based, non-State and inter-State conflicts, quantitative analyses rarely focus on the factors contributing to violence between States and non-State actors, the driver of most contemporary conflicts. It is the role of the police and other law enforcement entities to recognize and tackle such challenges.

5. By improving basic security conditions, especially in areas outside capitals, where United Nations police are frequently deployed and co-located with the security services of the host State, United Nations policing contributes to stabilization and recovery efforts and the extension or restoration of State authority, often in the absence of formal police and justice actors. For example, the police component of the United Nations Interim Security Force for Abyei (UNISFA) in the Sudan, where the police service has yet to be established, is strengthening the capacity of informal community protection committees to assist with the management of law and order

[1] United Nations and World Bank, *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict* (Washington, D.C., 2018) pp. 11–48.

processes. The co-location of United Nations police with such committees enables engagement with local chiefs and community leaders.

6. United Nations police, who are frequently among the earliest United Nations personnel deployed in peace operations, have both the access and the experience needed to engage with local communities. For example, the police component of the United Nations Mission in South Sudan (UNMISS) recently deployed a formed police unit of peacekeepers, half of whom were women, to provide security to unarmed individual police officers conducting community-oriented policing activities, including supporting community watch groups, and to provide protection in areas where large numbers of women and children converge, such as camps for internally displaced persons. Through regular interaction and confidence-building efforts, United Nations police become better placed to understand the drivers of community conflicts, address potential disputes and underlying grievances and support early warning systems, including the identification of emerging or potential threats. The community-oriented policing activities of United Nations police also foster increased situational awareness, supporting data-driven decision-making and information-led operations by the Mission. In multidimensional peace operations, where United Nations police are working with civilian and military components, there is a multiplier effect gained from sharing analyses, conducting joint planning and leveraging the comparative advantages of the various components.

7. Community security must remain among our most basic priorities in the context of prevention and protection. Central to this are community-oriented policing initiatives undertaken by United Nations police, often working hand in hand with other mission-supported initiatives, such as community violence reduction programmes by disarmament, demobilization and reintegration components. Such initiatives have proven effective in engaging communities in crime prevention and rebuilding confidence. For example, the police component of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) put in place an awareness system in 20 first-line police stations in the country and helped the authorities to organize awareness-raising sessions for local communities at these police stations on topics such as intercultural and intercommunal sensitivity, including information-sharing with the internal security forces to enhance security and improve relations between the police and the local communities. This has resulted in greater diversity within the internal security forces and increased confidence levels on the part of the communities themselves.

8. The added value of a police-led approach can also be seen in Somalia, where the African Union Mission in Somalia (AMISOM) and the United Nations Assistance Mission in Somalia (UNSOM), supported by the Standing Police Capacity, helped to implement the Gaalkacyo Agreement between the federal member States of Puntland and Galmudug by providing support to the Gaalkacyo Ceasefire Team Advisory Group and by developing and facilitating joint police training. As a result of the ceasefire, the militias withdrew, leaving a buffer zone that a joint police service, trained by the joint UNSOM and AMISOM initiative and supported by United Nations police over the previous 15 months, now patrols. This collaborative effort has enabled the reopening of trade and humanitarian aid routes.

9. Serious and organized crime in conflict and fragile settings continues to threaten mandate implementation, the safety and security of United Nations personnel, as noted in the independent report entitled "Improving Security of United Nations Peacekeepers",[2] and long-term efforts to sustain peace. The Security Council has noted the impact of transnational organized crime on stability and its links with

[2] United Nations, "Improving Security of United Nations Peacekeepers", 19 December 2017. Available at peacekeeping.un.org/sites/default/files/improving_security_of_united_nations_peacekeepers_report.pdf.

international terrorism (see S/PRST/2018/9). Even when organized crime is not a direct driver of violence, it can have an indirect effect by corrupting and weakening State institutions, thus undermining the rule of law. United Nations police, working in coordination with other mission rule of law components, have the capacity to prevent and investigate related forms of criminality while at the same time supporting the re-establishment of the criminal law chain. To bolster this ongoing work, greater capacity at Headquarters and in field missions is required. Building on recommendation 13 of my previous report, I reiterate my call for the formalization of a dedicated team of police experts, backed by appropriate resources and funding, to coordinate the deployment of specialized expertise, in cooperation with the United Nations Office on Drugs and Crime and other partners, in missions to assist and build the capacity of the authorities of host States to address serious and organized crime and associated concerns, including illicit financial flows and cybercrime (S/2016/952, para. 63).

10. In its resolution 2382 (2017), the Security Council emphasized that the support of United Nations police in building the capacity of police and law enforcement institutions in host States in the areas of crime prevention, response, investigation and analysis had become even more crucial owing to the proliferation of transnational threats, such as organized crime, violent extremism and corruption. In the Democratic Republic of the Congo, the police component of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) has been helping to strengthen the capacity of the Congolese National Police to prevent and investigate organized crime, including by investigating the link between the illegal exploitation of minerals and clashes between the Armed Forces of the Democratic Republic of the Congo and the Mai-Mai Yakutumba coalition throughout the territory. In Mali, a specialized police team within the police component of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) helped to establish a level 2 anti-terrorism forensics laboratory to provide advanced support to the Malian security forces in the areas of crime scene management, post-blast investigation and lab analysis.

11. Fundamental to sustaining peace and security is the establishment or re-establishment of policing in tandem with the strengthening of other components of the criminal justice chain. Following the successful transition of the United Nations Stabilization Mission in Haiti (MINUSTAH) to the United Nations Mission for Justice Support in Haiti (MINUJUSTH), a rule of law mission, the main uniformed component of which is United Nations police, individual police officers continue to support the Haitian National Police by providing mentoring and advice on issues such as police management, police command and control, police intelligence and strategic planning. Similarly, in Somalia, UNSOM is working with the federal and the state governments to re-establish the rule of law through the development of federal and state police services as part of a new federal policing model based on Somali political agreements and security arrangements.

III. Role of United Nations police in the reformed United Nations system

12. The above context suggests that business as usual has become an increasingly unsustainable approach to enabling the Police Division to fulfil the broad spectrum of expertise and backstopping capacities required to advance policing priorities in discussions and processes about peace, security and development. I take note of the instructions of the General Assembly regarding an "assessment on the functions, structure, capacity and level of the Police Division in the new structure", as contained

in Assembly resolution 72/262 C, and will continue to oversee the efforts of the Secretariat to implement the outcomes of recent reviews, audits and evaluations.

13. While peacekeeping will remain the core mandate of United Nations policing, the above-mentioned examples illustrate the importance of policing in conflict prevention more broadly.

14. By providing operational support and building capacity, United Nations police contribute directly to the three dimensions of conflict prevention identified in my previous reports, which are: (a) operational conflict prevention, which refers to "measures applicable in the face of immediate crisis" (A/55/985–S/2001/574, para. 8), as exemplified by the work of the UNISFA police component; (b) structural conflict prevention, which consists of "measures to ensure that crises do not arise in the first place or, if they do, that they do not recur" (A/55/985–S/2001/574, para. 8), as demonstrated by the work of the police component of MINUJUSTH, which is focused on restoring rule of law institutions; and (c) systemic conflict prevention, which refers to "measures to address global risk of conflict that transcend particular States" (A/60/891, para. 8), such as the serious and organized crime prevention initiative of the MINUSMA police component and the work of the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS). The presence and engagement of United Nations police also helps to dismantle and disrupt criminal supply and demand chains and tackle drivers of conflict and violence, such as impunity and lack of justice. In this and various other activities, United Nations police operationalize my vision for sustaining peace built on "activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict".[3]

A. A system-wide service provider

15. In its resolutions 2185 (2014),[4] 2382 (2017)[5] and 2447 (2018),[6] the Security Council noted the role of United Nations police, as mandated, in preventing conflicts and building and sustaining peace by supporting the police and other law enforcement services of host States. Similarly, the Special Committee on Peacekeeping Operations underlined the contribution of United Nations policing to the prevention and resolution of conflict, as well as its importance to peacebuilding, sustaining peace and reconciliation (A/72/19, para. 136). As outlined in my second report on the restructuring of the United Nations peace and security architecture, I foresee the need for United Nations police not only to continue but also to increase their role as a system-wide service provider of advice, expertise and assistance regarding policing and other law enforcement issues (A/72/772, para. 50).

16. Given the increased demands for the assistance of United Nations policing in non-mission settings, there will likely be a greater need for the provision of such services to the relevant entities of the United Nations system across the peace continuum, as well as for cross-pillar assistance to fulfil the political and development priorities of the Organization. As the rapidly deployable capacity of the Police Division, the Standing Police Capacity remains available to provide policing expertise at the request of Member States. In the light of the fact that current United Nations policing activities are supported through the support account for peacekeeping operations, increased capacity would require extrabudgetary funding.

[3] See eighth preambular paras. of twin resolutions, Security Council resolution 2282 (2016) and General Assembly resolution 70/262; and A/72/707–S/2018/43, para. 1.

[4] Resolution 2185 (2014), twenty-second and twenty-third preambular paras. and paras. 10, 11, 26 and 28.

[5] Resolution 2382 (2017), fourth and fifth preambular paras. and paras. 5 and 8.

[6] Resolution 2447 (2018), paras. 1 and 8.

17. Through the global focal point for police, justice and corrections, United Nations police have recently provided support in Burkina Faso, Ethiopia, Liberia and Yemen. For example, in Gambela, Ethiopia, the Standing Police Capacity assisted the Office of the United Nations High Commissioner for Refugees in coordinating efforts with the host State and other United Nations country team partners to ensure a joined-up approach to security in refugee camps and areas with high concentrations of persons displaced from South Sudan. In coordination with the Office of the United Nations High Commissioner for Human Rights, these deployments could assist with the effective application of the human rights due diligence policy on United Nations support to non-United Nations security forces in non-mission settings.

18. While serving first and foremost as peacekeepers, United Nations police, in close coordination with justice and corrections authorities, make an important contribution to political processes, conflict prevention and mediation efforts. Building on recommendation 10 of my previous report, I encourage my special envoys and representatives in Central Africa, West Africa and Central Asia, as well as resident coordinators and United Nations country teams globally, to capitalize on United Nations policing expertise to advance their own monitoring, dialogue and negotiation efforts (S/2016/952, para. 60). At Headquarters, the Police Division can contribute to horizon scanning and early warning processes and briefings to the Security Council and Member States, fulfilling its advisory function regarding the urgent needs and capacities of the police and law enforcement institutions of host States. Central to this effort is the sustained, proactive engagement of the Police Division, in particular the Mission Management and Support Section, with the single regional political-operational structure and the Police Division's embedded police experts.

19. In specific settings and where resources are available, in response to the priorities agreed on in the respective United Nations Development Assistance Frameworks, the resident coordinator may request, on behalf of the United Nations country team and using the global focal point for police, justice and corrections, the deployment of police advisers to support the building and strengthening of national policing and other law enforcement capacities.

B. Implications for the delivery of policing mandates stemming from the reform agenda of the Secretary-General

20. There can be no peace without respect for the rule of law and human rights, and societies where the rule of law is well established are less likely to collapse into conflict. The overarching goals of the reform and restructuring of the peace and security pillar are to: (a) prioritize conflict prevention and sustain peace; (b) enhance the effectiveness and coherence of peacekeeping operations and special political missions; (c) make the pillar more coherent, nimble and effective through a "whole-of-pillar" approach; and (d) align the pillar more closely with the development and human rights pillars (see A/72/525, summary). The Declaration of Shared Commitments on United Nations Peacekeeping Operations, which has thus far been endorsed by 151 Member States and four regional or intergovernmental organizations, illustrates how peacekeeping, including United Nations policing successes, are inherently linked to the realization of my vision for sustaining peace.

21. Mandated peacekeeping operations continue to support the promotion of just, peaceful and inclusive societies, as envisioned in the 2030 Agenda for Sustainable Development. A reformed police service is crucial for peacefully managing and transforming conflict, dealing with societal grievances and fostering sustainable development (General Assembly resolution 71/243, seventh preambular para.). In

supporting the police and other law enforcement services of host States in their efforts towards reform, restructuring and development, the capacities provided by United Nations police personnel are essential to the establishment or resumption of the relevant State services and responsibilities. The presence and expertise of police advisers, where required, would help to bring about my vision of supporting my resident coordinators in the areas of conflict analysis, early warning and mediation, as well as in the design of tailored and timely responses to crises.

22. The Police Division, which will form part of the future Department of Peace Operations, is aligning itself with the new management paradigm, which is intended to overcome fragmentation within the Secretariat, including regarding operational tasks critical to supporting United Nations police on the ground. The Police Division will cooperate closely with the newly established Uniformed Capabilities Support Division, which will form part of the future Department of Operational Support and which will address administrative and logistical matters, including memorandums of understanding and contingent-owned equipment reimbursement, thereby contributing to improved performance and capabilities. When appropriate, heads of missions should include heads of United Nations police components in their senior management teams and hold them accountable for efficient planning, mandate implementation, budget utilization and strategic prioritization, in line with the mandate of United Nations police as set out in Security Council resolutions 2185 (2014) and 2382 (2017) and in accordance with the recommendations emerging from recent comprehensive reviews of peacekeeping operations.

C. Strengthening the operational and policy coherence of United Nations policing

23. The Police Division is the focal point and plays a leading role in policing-related matters within the Organization. Sustained coordination and information-sharing with other United Nations entities with specialized policing capacities or perspectives, including the United Nations Office on Drugs and Crime, the Office of Counter-Terrorism, the Office for Disarmament Affairs, the United Nations Interregional Crime and Justice Research Institute, the Team of Experts on the Rule of Law and Sexual Violence in Conflict, the United Nations Development Programme (UNDP) and the Counter-Terrorism Committee Executive Directorate, is required to identify priority areas for technical assistance.

24. Recommendation 7 of my previous report calls for United Nations policing to comply with the Strategic Guidance Framework for International Police Peacekeeping (S/2016/952, para. 57). As a system-wide policing doctrine, the Framework promotes a long-term time horizon for the efforts of host States to reform their police services and ensures the consistency and coherence of United Nations policing advice and support throughout the time span of the United Nations presence in the host State. Since my previous report, United Nations police have made further advances in the implementation of the Framework: the police components in MINUJUSTH, MINUSMA, MINUSCA, MONUSCO and UNMISS have been structured according to the Framework, with the remaining missions following suit.

25. Peacekeeping includes a number of senior police positions, including police commissioners in the field and the Police Adviser, who is the head of the Police Division. The Police Division is well placed to provide policing expertise and advice, not just within the Department of Peacekeeping Operations, but to all Secretariat entities, agencies, funds and programmes. Building on recommendation 1 of my previous report, I also welcome the renewed interest of Member States in the recommendation that emerged from the external review conducted by the Police

Division regarding the establishment of a Police Advisory Committee to further strengthen information exchange and triangular cooperation, with a view to facilitating integrated planning, proper sequencing, aligned mandates and clarity on available capacities and future requirements (S/2016/952, para. 51).

IV. Challenges and opportunities

A. Improving United Nations capability, accountability and transparency

26. In order for United Nations police to effectively support the efforts of the Organization to sustain peace, it is essential that the accountability measures called for in recommendations 3, 4 and 7 in my previous report to the Security Council (S/2016/952, paras. 53, 54 and 57) be fully implemented as part of the comprehensive and integrated performance policy framework requested by Member States, most recently in Council resolution 2447 (2018), including the measures called for in Council resolution 2382 (2017), which underscored the critical importance of improving accountability, transparency, efficiency and effectiveness in the performance of United Nations peacekeeping operations and special political missions.

27. Member States, through both the Security Council and the Special Committee on Peacekeeping Operations, have called for clear standards for United Nations police personnel, including equipment, operations, performance and assistance, supporting the police services of host States. In this regard, I welcome the Strategic Guidance Framework for International Police Peacekeeping as a contribution to the development of a comprehensive performance assessment system. In the independent report entitled "Improving security of United Nations peacekeepers", which identified enhanced accountability as one of several areas calling for action on the part of Member States and the Secretariat, Member States were asked to ensure the prompt investigation and prosecution of crimes against police peacekeepers. The action plan set out in the report also called for concrete steps to be taken by both the Police Division and the United Nations police. At the field level, contingency planning has been enhanced for formed police units, with all deployments being undertaken based on operational needs and projected footprints. Missions and heads of police components conduct quarterly and bimonthly evaluations on shortfalls in contingent-owned equipment and the capacities of formed police units, respectively, for incorporation in the United Nations knowledge management system, including follow-up with police-contributing countries, while individual police officers are evaluated periodically, depending on their rotation. Remedial action, including repatriation, is initiated for underperforming contingents and officials. I call on Member States to enhance their capabilities in line with revised statement of unit requirements, and to support one another bilaterally.

28. The performance of United Nations policing has various facets, including whether: (a) the deployed police personnel have the requisite support, skills, capabilities and capacities to undertake the mandated tasks; (b) the tasks undertaken are in line with the relevant mandate and are effective in achieving the mandate; (c) the tasks are implemented in compliance with the Strategic Guidance Framework for International Police Peacekeeping, the human rights due diligence policy on United Nations support to non-United Nations security forces and other relevant policy and guidance; and (d) whether the performance of deployed police personnel has an impact on the protection of civilians and the safety and security of peacekeepers.

29. United Nations legislative bodies, the Secretariat, police-contributing countries, missions, individual police officers and members of formed police units all have a critical role to play in enhancing police performance. All United Nations police personnel are expected to perform their duties in line with international human rights and humanitarian law, relevant Security Council mandates and applicable directives on the use of force. Heads of missions and heads of United Nations police components have a duty to ensure that all reports of underperformance are logged and investigated to ensure timely follow-up and accountability, underscoring both the responsibility of officers to perform and the need for the full exercise of command responsibility.

30. In the spirit of recommendation 6 of my previous report on United Nations policing (S/2016/952, para. 56), and considering the important role of formed police units, I commend the Police Division for working closely with the Office for Peacekeeping Strategic Partnership and implementing 93 per cent of the police recommendations from the Office's review of peacekeeping operations related to strategic direction, integration, planning and operational readiness. Building on the commitments of my Action for Peacekeeping initiative, the Strategic Guidance Framework for International Police Peacekeeping, recent reviews and evaluations on United Nations policing, and with assistance from the United Nations Peace and Development Trust Fund, the Police Division established a task force to conduct systematic predeployment assessments of shortfalls in capacities and contingent-owned equipment and to enhance related policies and procedures of contingents.

31. Since my last report on United Nations policing, the policy on formed police units in United Nations peacekeeping operations has taken effect. The policy, provides direction on the appropriate use of force and a clear delineation of the core tasks to: (a) protect United Nations personnel and property; (b) protect civilians; and (c) support police operations that require a formed response or specialized capacity above the capability of individual police officers. To assess the predeployment readiness of United Nations police, the Police Division, in close coordination with Member States and United Nations police components, has finalized revised standard operating procedures for the assessment of operational capability of formed police units for service at missions based on existing guidance from 2012. Efforts to revise the standard operating procedures for the assessment of individual police officers for service in United Nations peacekeeping operations and special political missions are also nearing completion.

32. With regard to the protection of civilians, and in line with recommendation 7 of my previous report on United Nations policing (S/2016/952, para. 57), the guidelines on the role of United Nations police in protection of civilians went into operation in August 2017, and the broader addendum on accountability for implementation of protection of civilians mandates to the policy on protection of civilians took effect in June 2018. Both documents establish clear roles and responsibilities for United Nations police components in the protection of civilians. The implementation of the guidelines must be predicated on an understanding of the need for political solutions and that, in accordance with the policy of the Department of Peacekeeping Operations/Department of Field Support on the protection of civilians in United Nations peacekeeping, protection of civilians is not only about physical protection, but equally about helping the host State build the capacity and will to ensure that all people are protected, including by investigating and prosecuting serious conflict-related crimes and reinforcing the criminal law chain. By deploying the Standing Police Capacity and the Justice and Corrections Standing Capacity, including through the global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations arrangement, the Office of Rule of Law and Security Institutions will also support my prevention agenda by providing capacity-

building for the rule of law, which will promote the establishment of protective environments.

33. As has been stressed by the Member States, the independent report on "Improving security of United Nations Peacekeepers" and recommendation 8 of my previous report on United Nations policing (S/2016/952, para. 58), as relates to training, equipment and selection of formed police units, the provision of adequate predeployment training and equipment, induction and in-mission training to fulfil mandates is crucial. Furthermore, building a culture of performance rests on predeployment training, for which I reiterate the call for the provision of certification from Member States for all police personnel who have completed United Nations specified predeployment training as part of the police-generation process.

34. In line with my system-wide strategy on gender parity, the resolutions of the Security Council on women, peace and security and recommendation 5 of my previous report on United Nations policing, the Police Division has undertaken several measures to promote greater female representation in police components. This included: (a) the introduction of four regional development courses for female senior police command officers, though which close to 200 female officers were identified for mid-career to senior leadership positions; and (b) extensive training for female candidates to prepare them for assessment as potential United Nations police officers for deployment to missions. As at the end of 2018: the number of female heads of United Nations police components in peacekeeping missions has reached 40 per cent (30 per cent, including special political missions); the percentage of seconded female police staff is 20 per cent at Headquarters and 18 per cent in the field; and the number of female police officers has increased, from 16 per cent to 20 per cent, over the past two years. By the end of 2028, the Police Division aims to recruit female staff for at least 30 per cent of seconded and/or contracted professional posts in field missions, 35 per cent of seconded and/or contracted professional posts at Headquarters and 20 per cent of posts within formed police units. To achieve those targets, police components in field missions are expected to develop and implement their own gender strategies and action plans, for which the support of Member States in nominating qualified officers will be required. In order to ensure equal opportunity, the Secretariat must also continue to work closely with Member States and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to overcome systemic challenges regarding the eligibility of female candidates.

35. These efforts contribute to the full realization of a gender-responsive policing approach, which can be defined as integrating the principle of gender equality and the mandates of the Global Women, Peace and Security Index into all aspects of United Nations police activities, including the prevention, detection and investigation of crime, protection of persons and property and the maintenance of public order and safety.

36. The Security Council has called on me to ensure that peacekeeping missions have capable and accountable leadership, including through implementing transparent selection processes based on merit, competence, the needs of the missions and geographic representation, enhancing training and mentoring programmes for selected and prospective leaders and developing a cadre of experienced future candidates for senior leadership positions. In this regard, the Police Division and the Integrated Training Service piloted a United Nations police commanders course for serving heads of United Nations police components in Entebbe, Uganda, in March 2018, and convened the first course for 15 current and potential future United Nations police commanders in Langfang, China, in September 2018.

37. The majority of women and men who serve under the United Nations flag perform honourably. However, any allegation of sexual exploitation and abuse

involving United Nations personnel undermines the Organization's values and principles and the sacrifice of those who serve with pride and professionalism in some of the most dangerous places. As part of the broader effort to prevent and address misconduct, the operationalization of obligations contained in agreements between Member States and the Organization, including memorandums of understanding, will require continued support and cooperation on the part of the States Members of the United Nations. Following recommendation 4 of my previous report, I urge police-contributing countries to redouble their efforts to evaluate and train their national personnel and to assume full responsibility for holding them accountable, including through prosecution, where appropriate, for any criminal acts, including sexual exploitation and abuse, in accordance with due process and the zero-tolerance policy of the United Nations.

38. Member States and the Secretariat have made progress not only in the evaluation of United Nations police personnel to ensure that they do not have any record of misconduct, including sexual exploitation and abuse, during their prior assignments as United Nations police, but also consistent with the policy on human rights screening of United Nations personnel. I further encourage Member States and the Secretariat to explore how to better prepare United Nations police personnel for the human rights challenges they may face in the course of their duty, as well as to help them identify areas where they could provide support to human rights components.

B. Planning for strategic generation gaps and key skill sets

39. The Selection and Recruitment Section of the Police Division oversees the selection and deployment of police personnel, including managing rotations, extensions and assessments of readiness for individuals and contingents. To enhance efficiency and transparency in the deployment of qualified police personnel with the requisite skills, and in line with recommendation 7 of my previous report, the Division has continued to implement recruitment in line with the Strategic Guidance Framework for International Police Peacekeeping, whereby officers' skill sets are matched with the different tasks of the current policing mandate. The Division has also developed and published specific job openings (www.https://police.un.org/en/vacancies) and circulated them to all Member States, along with a skill-sets table that is reviewed and updated by each mission every six months. In this regard, heads of United Nations police components provide detailed organigrams, including the number of vacancies and type of specialists associated with each proposed job opening, to facilitate the efficient planning and rotation of personnel. The terms and conditions of United Nations police have also been revised to allow personnel to serve for longer periods of time in order to foster continuity and institutional memory.

40. To increase the timeliness, effectiveness and transparency of the evaluation and selection of candidates, the Police Division further expanded its computerized human resources management system to include formed police units, including certification by Member States that their respective officers have never been convicted of and are not under investigation or being prosecuted for any human rights abuse or criminal or disciplinary offence.

41. In line with the recent review of police recruitment carried out by the Office of Internal Oversight Services and the forthcoming revised standard operating procedures for the assessment of individual police officers, the Department of Peacekeeping Operations is currently looking at the effectiveness of the procedures for such assessments by exploring the possibility of increasing the participation of Headquarters staff in, and leadership of, all predeployment assessment visits to Member States. The Department is also updating the techniques used for assessing candidates against the core competencies specified in the Strategic Guidance

Framework for International Police Peacekeeping and, in consultation with the Office of Human Resources Management, is exploring the possibility of the expanded use of psychometric and character testing methodologies to better ensure that candidates share the core values of the United Nations.

42. To further expand the pool of police-contributing countries, the Police Division, in partnership with the International Organization of la Francophonie, has provided training and guidance for personnel from French-speaking countries on enhancing their contributions and selection processes, which has helped the Division to obtain the expertise of French-speaking police personnel for deployment to MONUSCO, MINUSMA, MINUSCA and MINUJUSTH. In addition, semi-annual military/police recruitment campaigns are being organized to seek nominations from all Member States, keeping in mind geographic and gender considerations.

43. Efforts in these areas complement the initiative of the Police Division to establish a senior police leadership roster, which is aimed at streamlining recruitment procedures to identify qualified candidates. The police roster serves to fill unexpected vacancies within police components and/or to complement regular recruitment campaigns. However, as this initiative faces essential challenges to the nomination of adequate numbers of qualified women police officers, a separate, females-only, selection campaign has been conducted.

44. The specialized police team approach has proven to be an effective and efficient tool for providing required policing expertise for the implementation of United Nations police mandates in field missions. The Police Division has recently launched 10 requests for specialized police teams, which are to be provided voluntarily by Member States for MINUSMA, MINUSCA and MONUSCO based on a capacity gap analysis performed by the three missions.

45. The strategic generation of formed police units has also remained a priority for the Police Division. As a result of the Leaders' Summit on United Nations Peacekeeping, held in New York in 2015, and the Peacekeeping Defence Ministerial Conference, held in Vancouver in 2017, as well as the 2016 and 2018 United Nations Chiefs of Police Summits, over 61 police formed units, including guard units and special weapons and tactics teams, have been pledged by Member States to the Peacekeeping Capability Readiness System. Five of these units have been already been assessed and deployed to peacekeeping operations. The Police Division, in close consultation with representatives of the Peacekeeping Capability Readiness System and police-contributing countries, is conducting regular assessments and advisory, rapid-deployment level verification and predeployment visits to upgrade and maintain the readiness of these units for rapid deployment at 60 days' notice. More commitments from police-contributing countries are required to enhance operational readiness for the remaining pledges.

46. The Police Division has taken initiatives, in line with the recommendation on recruitment in the audit of the Office of Internal Oversight Services, to strengthen its capacities to integrate policing aspects into Organization-wide performance processes. This includes the engagement of the future Department of Peace Operations and the future Department of Operational Support, along with other relevant entities of the Secretariat, to develop overarching guidance on the recruitment and terms of engagement of seconded uniformed personnel in order to ensure alignment with the Organization's norms and standards, including those relating to independence and conflicts of interest.

C. Ensuring coherence to improve mission transitions and timely exits

47. In its resolution 2447 (2018), the Security Council stressed the importance of the efforts of the Secretary-General and United Nations entities, through the global focal point for police, justice and corrections arrangement, in enhancing internal coherence and strategic coordination to strengthen a comprehensive United Nations approach to police, justice and corrections assistance. The coordinated approach for police, justice and corrections comprises an essential element that helps host States in post-conflict situations to reach a point where no further United Nations presence is required. The capacity to identify, investigate and prosecute cases of serious crimes, and thus to address impunity, is crucial for the successful transition of United Nations peacekeeping operations. For example, the police component of MINUSCA participated in joint preparatory activities to operationalize the Special Criminal Court, created by law in 2015 to investigate and prosecute genocide, crimes against humanity and war crimes in the Central African Republic. The police component of MINUSCA also provided personnel and technical advice to the Special Criminal Court, in coordination with the Mission's Justice and Corrections Section.

48. When mandated, the mission of the United Nations police is to support the efforts of host States to establish effective, efficient, representative and accountable police services that serve and protect the population. Experience has shown that, in instances of mission transition, the strategic repositioning of the United Nations is required in order to address country priorities and ensure sustainability. In such cases, country priorities and United Nations strategic options are jointly identified by the host State and non-State authorities, the United Nations and other international actors.[7] The systematic implementation of the policy on United Nations transitions in the context of mission drawdown or withdrawal, the policy on integrated assessment and planning and the Strategic Guidance Framework for International Police Peacekeeping contribute to improving this process. Close collaboration with United Nations country teams and other partners is also essential to achieving this objective.

49. It is imperative that United Nations police focus their planning and implementation, in line with the relevant mission mandate, to forward the development of the police personnel of the host State, keeping sustainability and the timely exit of the mission in mind. To that end, transition planning should begin in the early stages of each mission life cycle, thus setting priorities to solidify the rule of law in the county, and should be continuously reviewed, linking benchmarking and evaluations of progress to a transition strategy.[8] Furthermore, support to the host State should be provided not only in the area of mentoring, advising and training but in all five of the core elements of police capacity-building and development identified in the Strategic Guidance Framework for International Police Peacekeeping. An example is the police capacity development plans of the police services and gendarmeries of the Central African Republic and Haiti, which included policy and legislative changes, accountability for lack of performance and human rights violations and empowering stakeholders. Development plans such as these are recognized and validated good practices in longer-term peacebuilding and should be considered for support through the Peacebuilding Fund and/or other financial mechanisms after mission withdrawal.

50. Since my last report on United Nations policing, there have been various transitions from which lessons can be drawn. The closure of the United Nations

[7] "Policy on United Nations Transitions in the Context of Mission Drawdown or Withdrawal", 4 February 2013, para. 3 (report available in the files of the Secretariat).

[8] Department of Peacekeeping Operations/Department of Field Support, "United Nations Police in Peacekeeping Operations and Special Political Missions", paras. 43 and 84.

Operation in Côte d'Ivoire (UNOCI) was successfully completed on 30 June 2017, including the implementation of the transition plan drawn up by a joint technical committee comprising representatives of UNOCI, UNDP and the Ivorian police and gendarmerie for the transfer of responsibilities from the United Nations police to the relevant government authorities and the United Nations country team. Following the drawdown of the United Nations Mission in Liberia (UNMIL), the Standing Police Capacity was deployed to support the Mission's reduced police component to ensure continuity of services, timely completion of mandated tasks and enhanced transitional coordination with the country team and national authorities. This deployment was further supported and extended by UNDP through a joint programme requested and approved by the Government. The use of the Standing Police Capacity and the resources of global focal point arrangement, including mission specialists during mission drawdown and withdrawal, represents a cross-pillar approach to peace sustainment with a relatively small investment.

51. In 2017, the police component of MINUSMA advised the Joint Force of the Group of Five in the Sahel on the development of the conceptual framework for its police component. In line with Security Council resolution 2391 (2017) and as part of broader operationalization efforts, the Mission also contributed, through the Justice and Corrections Service of the Department of Peacekeeping Operations and its human rights component, and in close cooperation with the United Nations Office on Drugs and Crime, to high-level engagement on the operationalization of the police component.

52. In the light of ongoing transitions in major peacekeeping operations, such as the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and UNISFA, and the development of overall planning for peacekeeping operations in the process of transition, the Police Division and the Office of Military Affairs will jointly examine past experiences suggesting the need for early consultations on the rebalancing of the capabilities of police personnel in order to promote timely exit strategies, in close cooperation with respective host States and the international community and based on clearly articulated benchmarks (see resolutions 2382 (2017) and 2447 (2018)).

53. Furthermore, missions moving towards exit should communicate lessons learned that can inform the work of United Nations policing globally, as was done in Liberia through the development of a legacy document by UNMIL, the Office of Rule of Law and Security Institutions and others. Ideally, such documents should capture key aspects of the contribution of United Nations police to the implementation of the mandate and its impact on the country, including the sustainability of the impact after the departure of the mission; such a document could be useful to police components in other settings through the global focal point arrangement.

D. Strengthening partnerships

54. In the years following the re-hatting of police from African Union peace support operations to United Nations peacekeeping operations in the Central African Republic and Mali, the need for the United Nations and the African Union to adopt common approaches on assessment, planning, deployment, human rights monitoring and screening, operations, command and control and coordination for officers deployed to their police components has become more apparent.

55. In this regard, the Strategic Guidance Framework for International Police Peacekeeping was developed with a number of partner organizations, including the African Union, the European Union and the Organization for Security and Cooperation in Europe, in order to ensure coherence, harmonization and

interoperability in guidance for the deployment of police officers to peace operations and to improve mission transitions and re-hatting. All policy documents developed as part of the Strategic Guidance Framework have been supported by the above-mentioned organizations for use in their guidance architecture and police-related activities, and as illustrated by the European Union operational guidelines, which are based on the Strategic Framework. I am convinced that the goal of interoperable guidance and training on this basis is the most effective way for peacekeeping missions to save resources, ensure smooth transitions and learn from one another.

56. These efforts would not have been possible without close cooperation between experts nominated by Member States and the Police Division through the establishment of working groups, a practice I will endeavour to retain. While the benefits of the development and implementation of the Strategic Guidance Framework for International Police Peacekeeping are clear and tangible, the Police Division will also continue to work with police components to identify guidance gaps and to develop police guidance on agreed priority topics. Manuals on monitoring, mentoring and advising, mission-based police planning and community-oriented policing have been issued and work on three further manuals, including on border policing, is ongoing.

57. The European Council conclusions, adopted on 18 September 2018, endorsing extended cooperation between the United Nations and the European Union on the rule of law, including policing, as one of eight jointly identified and forward-looking priorities for cooperation between the two organizations on peace operations and crisis management for 2019–2021[9] represent an opportunity for both organizations to leverage their joint resources to deliver on this shared priority.

58. In May 2018, in conjunction with the International Criminal Police Organization (INTERPOL), a vital partner for police training and development, the Police Division and MINUSCA organized a joint training for 20 police officers from the Central African Republic and United Nations police personnel. This activity, a part of the transnational threats project being led by the Police Division under the agenda of the Uniformed Capabilities Development Steering Group, aimed to enhance the capacities of INTERPOL national central bureaus to support host State law enforcement agencies and United Nations police in addressing serious and organized crime. The specialized training led to the enhanced capacity of national police officers to conduct and contribute to cross-border investigations. This initiative, a pilot exercise planned which will be implemented in other mission settings, is illustrative of the broader potential of the work of United Nations policing through the operationalization of existing platforms for collaboration.

59. Strengthening partnerships with stakeholders, host States, civil society and local communities cannot be done without disseminating information about the work of the United Nations police to the widest possible audience. In this regard, the Police Division's social media platforms serve as a key interface for telling the stories of United Nations policing in the field. In addition, the provision of comprehensive and transparent information on recruitment procedures, which is shared on United Nations media outlets, including the United Nations police website, effectively streamlines the recruitment process, allowing for the strategic selection of personnel based on needs and capacities.

[9] Council of the European Union, Council conclusions reinforcing the United Nations-European Union Strategic Partnership on Peace Operations and Crisis Management: Priorities 2019–2021, 18 September 2018 (https://www.consilium.europa.eu/media/36432/st12264-en18.pdf).

V. Observations

60. **Observation 1**. The broad spectrum of expertise and backstopping capacities that will be required in the Police Division of the Office of Rule of Law and Security Institutions of the future Department of Peace Operations calls for its adequate positioning to advance policing priorities in peace, security and development discussions and processes at Headquarters. Bearing in mind the important role of United Nations police in support of political objectives, I encourage the Security Council to consider recommendation 1 of my previous report, I and remain supportive of the proposed new requirements related to strengthening mission support with increased resource allocation, planning, recruitment and strategic analysis, as set out in past reviews.

61. **Observation 2**. In support of a cross-pillar approach and recommendation 12 of my previous report, the Police Division should continue exploring incremental approaches to the provision of further policing expertise to other agencies, funds and programmes, as well as appropriate financial requirements and human resources processes. To support this endeavour, the Police Division will explore extrabudgetary options. At the same time, I also call upon host States to reflect policing as part of wider rule of law priorities when devising United Nations Development Assistance Frameworks, common country assessments, peacebuilding priority plans and country programme documents.

62. **Observation 3**. In the spirit of recommendation 10 of my previous report, focusing on conflict prevention, I encourage my Special Envoys and Representatives in peace operations in Central Africa, West Africa and Central Asia, as well as United Nations country teams globally, to capitalize on policing expertise to advance their own monitoring, dialogue and negotiating efforts. Similarly, and in line with recommendations 9, 11 and 12 of my previous report, which were focused on integrated rule of law support and the global focal point arrangement, in specific settings and where resources are available, in response to priorities agreed in the respective United Nations Development Assistance Frameworks, the United Nations Resident Coordinator may request, on behalf of the county team, the deployment of police advisers to support the building and strengthening of national policing and other law enforcement capacities.

63. **Observation 4**. Further to recommendations 10 and 13 of my previous report, at Headquarters, the Police Division can make a meaningful contribution to horizon scanning and early warning processes and briefings to the Security Council by analysing the state of policing and other law enforcement institutions and by recommending swift responses to emerging problems. This must include the sustained, proactive engagement of the Police Division with the single regional structure. This will require facilitating integrated planning and cross-pillar communications to ensure proper follow-up on the delivery of mandated policing tasks. This will require the formalization of a dedicated team of expert police officials on serious and organized crime.

64. **Observation 5**. In the spirit of changing management paradigm and building on recommendation 11 of my previous report, heads of Missions should include heads of United Nations police components as members of their senior management teams and should hold them accountable for the performance of their components. I further call on the Police Division to enhance policy and operational coherence across the United Nations system in line with the Strategic Guidance Framework for International Police Peacekeeping. At the same time, heads of United Nations police components will continue to cooperate with the Police Division in the identification and generation of demand-driven requirements, capacities and capabilities, in line

with the standards set out in the Strategic Guidance Framework and overall guidance provided by the Police Division.

65. **Observation 6**. Further to recommendation 12 of my previous report, the Police Division should strengthen United Nations inter-agency coordination and information sharing on policing. To enhance policy and operational coherence on policing across the United Nations system, I also encourage the senior leadership of the Organization to take advantage of the strategic and technical policing expertise of the Police Division, as well as that of the police commissioners and senior police advisers heading United Nations police components in the field. Building on recommendation 1 of my previous report, I welcome the renewed interest on the part of Member States in United Nations policing, as expressed during the second summit of the United Nations Chiefs of Police in 2018 and in the recommendation of the external review of the Police Division that a police advisory committee be established to further strengthen information exchange and triangular cooperation, and I encourage the continued exploration of options for the creation of such a body.

66. **Observation 7**. Following recommendation 4 of my previous report, I urge police-contributing countries to redouble their efforts to evaluate and train their personnel and to assume full responsibility for holding their personnel accountable, including through prosecution, where appropriate, for any criminal acts, including sexual exploitation and abuse, in accordance with due process and consistent with Security Council resolution 2272 (2016) and the United Nations zero-tolerance policy. Such activities should also inform and broaden the continued engagement by police components in protection and human rights issues, and thus with human rights components in missions, and also in their mentoring and capacity-building with national law enforcement authorities.

67. **Observation 8**. Following recommendations 2, 3 and 6 of my previous report, the Police Division, in line with the recommendation of the Office of Internal Oversight Services audit and its evaluation of formed police units, has taken several selection and recruitment initiatives to strengthen its capacity to integrate policing aspects in Organization-wide accountability and performance processes, including enhancing the pool of police-contributing countries as well as establishing an action plan for achieving gender parity goals. This also includes the engagement of the future Department of Peace Operations and the future Department of Operational Support with other relevant parts of the Secretariat on the development of overarching guidance on the recruitment and terms of engagement of seconded uniformed personnel in order to ensure alignment with the Organization's norms and standards, including those relating to independence and conflicts of interest. As stated in recommendation 5 of my previous report, sustained engagement and Member State support is required to meet the benchmarks set out in my gender parity strategy for uniformed personnel by 2028.

68. **Observation 9**. In the light of ongoing transitions in major peacekeeping operations, the future Department of Peace Operations will examine past experiences, which suggest the need for early consultations on the adjustment of uniformed capabilities to promote timely exit strategies, with a view to developing concerted strategies for peacekeeping operations that will undergo transitions, in close cooperation with host States and the international community and based on clearly articulated benchmarks. The Police Division and the Office of Military Affairs will also work closely to identify optimal transition points between the military and the police, where appropriate.